

WEST MERCIA POLICE AND CRIME PANEL 10 SEPTEMBER 2019

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (APRIL - JUNE 2019)

Recommendation

1. Members of the Panel are invited to consider this report.

Background

2. The purpose of this report is to provide members of the Police and Crime Panel with an overview of activity undertaken by the Police and Crime Commissioner (PCC) in support of his Safer West Mercia Plan and provide an update on police performance.
3. An update on proposals to end the current strategic alliance arrangement with Warwickshire is included at paragraph 12 within the 'Reforming West Mercia' section of this report.

Delivery plan and assurance

4. The PCC's Chief Executive and staff have developed a delivery plan to support monitoring and assurance of the Safer West Mercia Plan. Progress against individual elements within the plan is updated in line with an agreed timeline for each element and the delivery plan is subject to monthly scrutiny.
5. The delivery plan is a substantial document and therefore a summary extract of it has been produced for the Panel at Appendix 1. The summary provides a concise overview of activity supporting the plan commitments. The extract contains the latest update available to the end of July 2019.
6. Some examples of activity in support of the Safer West Mercia Plan's four objectives, all of which are included in the delivery plan, are shown below.

Putting victims and survivors first

7. **Supporting victims of domestic abuse (DA)** - With funding from the PCC, dedicated Independent Domestic Violence Advisors (IDVAs) have been placed in hospitals across West Mercia to provide victims of domestic abuse with early support. On top of the existing IDVA service in the community, the new contract which began in July with Women's Aid, will place advisors in the following locations: Hereford County Hospital, Worcester Royal Hospital, Alexandra Hospital (Redditch), Royal Shrewsbury Hospital and Princess Royal Hospital (Telford).

8. The DAPP (Domestic Abuse Perpetrator Multi-agency panels) and Drive project have now been live in Worcestershire since October 2018. Between Oct 2018 and June 2019, there have been 168 referrals of high risk DA perpetrators into the DAPP. Of these, 103 have been referred onto Drive. For those not referred to Drive, disruption plans have been put in place to disrupt perpetrator behaviour. The Drive IDVAs have recorded engagement rates as 70.18%. For the 2018/19 year for the generic IDVA service, engagement rates were around 56% showing that where Drive is involved, engagement rates tend to be higher. Importantly the programme is capturing victims who haven't previously engaged in service or been identified through the programme too.
9. **Modern day slavery** – The PCC has allocated funding to provide victims of modern slavery, human trafficking and forced marriage that are in crisis with immediate support. The funding, which sits within a central pot, allows West Mercia Police to provide individuals with immediate access to food, drink and secure accommodation for up to seven nights. Victims of modern slavery and human trafficking are then referred onto the National Referral System, which is a framework for identifying victims and ensuring they receive the appropriate support – typically provided by the Salvation Army. Victims of forced marriage are referred to other charities.

Building a more secure West Mercia

10. **Home and Dry Campaign** – The PCC's home and dry campaign is beginning to gain wider support and recognition. The Commissioner is working with the families of two victims who drowned in West Mercia's rivers to raise awareness and prevent unnecessary water deaths. Other organisations involved in the multi-agency drive include West Mercia Police, West Mercia Search and Rescue, RNLI, RLSS UK, Hereford and Worcester Fire and Rescue Service, Shropshire Fire Service, the Canal and River Trust, the Samaritans, the Street Pastors and Worcester University. One example of the initiative is Telford where specially designed display boards containing life-saving throw lines and instructions on their use are being installed next to three lakes.
11. **Rural crime vehicles** – To support the staff working to tackle rural and business crime, the PCC has provided five new vehicles, with the distinctive 'Rural Matters' and 'We Don't Buy Crime' branding.. In the short time the rural and business officer in Herefordshire has had a vehicle he has covered over 800 miles. As well as ensuring the officers have the right tools needed to carry out their roles effectively and efficiently it is hoped that when communities see these new vehicles they will be reassured, and know there is preventative work taking place within the area they live

Reforming West Mercia

12. **Strategic alliance update** – Negotiations with Warwickshire regarding future arrangements continue. A variety of offers of collaboration have been made to Warwickshire, responding to their concerns and requests. Warwickshire have decided that long term they wish to stand alone, but have stated that they need West Mercia's assistance to move to that state. Negotiations are therefore

centring on fixed-term collaborations on functions that require longer for Warwickshire to transition to a stand-alone position, thereby reducing West Mercia's cost contribution. All other functions will be separated out from the 9th October. West Mercia is in a position to stand alone from the 9th October in every area. There are benefits to West Mercia to collaborate in relation to some functions for longer, for example IT. However there are also potential disadvantages, particularly the potential for confused governance, inability to reform and disproportionate financial contributions that caused West Mercia to serve notice in relation to the current arrangements. These risks are being addressed through the negotiations.

- 13. Digital roll out for Special Constables** – smart phones and body worn video were successfully introduced for regular officers in 2017 and have proven their benefits for both police and local communities. Smartphones help officers spend less time in the police station, and more time in the community. Body worn video captures vital evidence from incidents, providing reassurance for both officers and the public. In a typical month more than 13,000 clips are recorded, with more than 2,000 retained as evidence. The PCC has now invested a further £250,000 in the same equipment to enable same technology to be rolled out to the 300 or so Special Constables in West Mercia who volunteered a combined total of almost 53,000 hours of service last year.

Reassuring West Mercia's communities

- 14. Supporting volunteers** – The Commissioner is committed to making volunteering more inclusive and has invested £2000 in various projects, aimed at breaking down barriers for adults with disabilities. This includes the Where Next charity in Redditch. Volunteers with learning disabilities were given the opportunity to gain some valuable skills in working with the police, assisting with the packing of We Don't Buy Crime packs and showing their green-fingered skills by improving the frontage of Redditch Police Station. The Commissioner is also keen to celebrate other volunteers who work closely with policing, including Independent Custody Visitors, Neighbourhood Watch Volunteers, Search and Rescue Volunteers, Community Speed Watch Volunteers and Street Pastors who also play a huge part in making West Mercia safer.
- 15. Summer road shows** – Since the last report the PCC or his Deputy have attended a further three summer events: the Hereford Food Festival, Bromyard Steam Rally and the Newport Show. This year the focus of the roadshows is on road safety concerns and the 'We Don't Buy Crime' initiative. The rural crime Facebook live event was also promoted at the Hereford show. A further two public events will be attended over the summer within West Mercia.

Performance and accountability

Holding to account

16. The PCC holds a monthly scrutiny meeting with the Chief Constable as part of his role in holding the force to account. The following areas have been addressed since the last report. Notes from each of the meeting are available to view on the PCC's website.

Month	Type	Subject area
May	Performance	Performance
June	Facebook Live	Rural Crime
August*	Thematic	Workforce

*NB: The August meeting takes place after submission of this report.

17. Key findings / outcomes from May's meeting include:

- Public confidence is an important indicator for both the force and the PCC and the data from the local confidence survey is helping to enhance the understanding and approach taken to improve it. .
- Victim satisfaction levels had only seen a small improvement since last being reviewed at the November 2018 holding to account meeting. The force has set an improvement target to address this.

18. Details of the Facebook live public holding to account meeting held in June have been included as part of the rural crime report.

HMICFRS inspection reports

19. Since the last panel report HMICFRS has jointly published with the CPS Inspectorate, *The Poor Relation the Police and CPS response to crimes against older people*. This is a national thematic inspection report containing thirteen recommendations. Four recommendations are for all police forces along with one area for improvement. The recommendations and areas for improvement are being considered and will be addressed by the force.

20. The force has been subject to a crime data inspection (CDI) report in the last month. This forms part of HMICFRS's programme of CDI revisits following its initial inspection in 2014. The inspection findings will be published later in the year.

Force performance reports

21. A number of internal performance products are produced by the force to enable senior officers and the PCC to maintain strategic oversight of force performance. In particular the PCC scrutinises a weekly dashboard of performance along with monthly and quarterly summary reports.

22. Following a review of the summary reports the format of the document has been updated to include West Mercia's latest policing priorities and it is also clearly aligned to both the policing priorities and the Safer West Mercia Plan objectives. The new format contains all of the same performance metrics as in previous reports.

23. The June performance report is attached at appendix 3. As requested by the Panel the summary page from the report has been included separately and is shown at appendix 2.

Criminal Justice Performance

24. A number of external performance products are produced by agencies and partners to enable senior officers and the PCC to maintain strategic oversight of criminal justice performance. In particular, the Local Criminal Justice Board and PCC scrutinise monthly file quality, charging, listing and court outcome reports.

25. During the first quarter of 2019 a sustained focus on quality has resulted in more offenders pleading guilty at the first hearing (72%), rising six places to be ranked 11th in the country, which is the best within the region. The continued focus on quality and getting things right the first time has resulted in West Mercia moving a further ten places up the Transforming Summary Justice league table – the area is now ranked 6th best in the country.

26. For June 2019 the number of cases discontinued by the CPS stands at 9.6%, the 29th best performance in the country. Although the biggest factor accounting for discontinuance is victim failing to attend/refuse to give evidence, West Mercia still has one of the highest success rates (89%) of victim and witnesses attending court.

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None

Equality Implications

None.

Supporting Information

Appendix 1 – Delivery Plan Extract

Appendix 2 – Extract of Police Performance Summary June 2019

Appendix 3 - West Mercia Police Performance Summary June 2019

Contact Points

County Council Contact Points

Worcestershire County Council 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Andy Champness, Police and Crime Commissioner Chief Executive

Delivery Plan Extract

Appendix 1

PUTTING VICTIMS AND SURVIVORS FIRST				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism (s)
1.1	Make sure officers and staff have the skills to properly support victims and survivors and do so when necessary.	Audit and review of knowledge, skills and attitudes. Review of training and development plans. Monitor compliance with Victims' Code of Practice (VCoP) and Witness Charter. Monitor key performance indicators linked to special measures, needs assessments and signposting to services.	MoJ compliance and data capture tool issued. Audit conducted June/July 2019. The findings indicate a number of issues re: front end compliance, VPS use and notification, timeliness of updates and data quality within NPS. The force is working to address these. Compliance continues to be monitored by PCC Victims' Board and OPCC. An action plan is to be developed and managed by the OPCC.	Victims' Board. KPI monitoring, Delivery Plan monitoring.
1.2	Ensuring all victims and survivors who report an offence in West Mercia can access 'Track my Crime' or an alternative with equivalent capability	Track my Crime (TMC) was made available to all forces in 2014 and publicly launched by the Ministry of Justice in 2015. Initially the force intended to adopt TMC subject to improving IT systems and the website interface, however the commitment to Athena put the TMC project on hold in 2015. It was decided that a TMC solution should be sourced or integrated with Athena to ensure that existing investments were optimised and that service delivery for the public was not interrupted with the migration between systems	The Home Office has announced that it will be closing the online crime reporting tool (Track my Crime) with effect from 1 August 2019. Police Transformation funding has been used to develop the Single Online Home website (SOH), the new national digital public contact platform for police forces, being delivered by the NPCC's Digital Policing Portfolio, which over 40 forces in England and Wales have committed to joining including West Mercia. In future SOH will provide the platform for online reporting.	Transformation Board
Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
A.1	Set out my commitment in a new victims' charter, clarifying what services victims can expect, and what	(A1.1) (1) Carry out a public consultation outlining proposed priorities and actions that would enable the PCC to be VCOP and EU Directive compliant (2) Develop and publish the charter	Complete Charter now in its second year	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight
		(A1.2)(1). Conduct a victims' needs assessment, providing qualitative and quantitative feedback to	Complete	Victims' Board

	services must be delivered.	inform commissioning and to identify potential gaps (A2). (2)Work in partnership to ensure that victims have access to services. (3)Contract management (4)Grant provision		Delivery Plan monitoring Performance Mgt. Audit and scrutiny
		(A1.3) Develop, in partnership, an assurance framework to ensure delivery against the 9 specified outcomes set out in the Victims' Charter	Refer to 1.1	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.2	Complete a victims' needs assessment	(A2.1)A victim needs assessment will be carried out specifically analysing qualitative impacts of existing provision. Once complete the needs assessment will be integrated into the Commissioning intention, to target investment appropriately.	Complete	Delivery Plan monitoring
		(A2.2) (1)Quantitative victims scorecards and heat maps are being produced to profile demand levels to and existing provision capacity, in addition to highlight any identify potential gaps or duplication in provision. (2) Liaise with CSPs and wider partners to pull data into a central place	Complete	Delivery Plan monitoring
A.3	Bring together and help lead a new Victims Board to ensure better results and consistency.	(A3.1)1. Draft and consult on terms of reference and membership of the Victims' Board. 2. Consult and develop a Vision and Mission statement for the Board. 3. Consult, agree and create a strategic delivery plan for the victims' board. 4. Consult and agree on SROs to lead on key policy areas. 5. Consult and design an assurance and performance framework 6. Agree and set future meetings.	Complete. Minutes from the Victims Board are published on the PCC's website.	1.Quarterly assurance reports 2.Minutes and actions arising 3. Programme and project highlight reports. 4.Performance improvement reports

		7. Publish meeting papers on PCC Website.		5.Oversight and scrutiny reports
		(A3.2) Improve compliance with the key entitlements set out in the Victims' Code of Practice (VCoP)	Refer to 1.1	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.4	Make sure victims and survivors get effective services, enabling them to cope and recover and reduce their chances of revictimisation	(A4.1)(1) Develop commissioning intentions for the term of office (2) Contract monitoring linked to outcome frameworks (3) grant/commissioned activity based on need and score card intelligence	A new outcome framework is in place compliant to MoJ requirements Action Complete	Contract and grant monitoring
		(A4.2) Gap analysis with Victim Support to identify gaps in the market place.	This has now been completed and has been merged into the tender specification for the new service (both internal, and that to be commissioned)	Delivery plan monitoring
		(A4.3)(1) Develop a commissioning strategy for domestic abuse, working with local authorities and public health to increase IDVA, and MARAC capacity	We have used our relationships with LAs to develop the IDVA tender, which sits as a priority under our police and crime plan, and we will support LA's in their own DA strategic plans over the coming year. Action Complete	Delivery plan monitoring
		(A4.4) Develop a commissioning strategy for serious sexual offences	Completed related to external funding.	Delivery plan monitoring
		(A4.5) Develop a commissioning strategy for CSE	Formal commissioning intentions for CSE now finalised and actioned. Action complete	Delivery plan monitoring
		(A4.6) Retender the Victims Support contract	Contract now operational as from April 1st 2019. New operating model being mobilised aligning into the new Victim Advice Line. This action is now complete	Delivery plan monitoring
		(A4.7) Work with Warwickshire OPCC and Victim Support to develop an exit Survey	Contracts have now been recommissioned with new contracted provision. Action complete.	Delivery plan monitoring
		(A4.8) Develop and undertake joint commissioning of SARC provision across the West Midlands region	Complete	

		(A4.9) Improve the automatic data transfer (ADT) from the Police to Victim Support Services	Improvement work undertaken with the introduction of VAL. The new Victim Advice Line has integrated victim services into WMP's operating model, thereby eliminating the need to transfer data to an external service provider. Any future improvement work will be owned and managed by VAL. Action complete.	Victims' Board
		(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	Improvement project completed with the introduction of VAL, which removed the necessity of transferring victim data from the Police to Victim Support. VAL has access to police data and systems. While there is still a need to improve data quality, this will sit with VAL which is integrated into WMP. Action complete.	Victims' Board
A.5	Work with government to further enhance services for victims, survivors and witnesses locally	(A5.1) PCC supporting the work of the APCCs Criminal Justice and Victims' reference group, which provides feedback and input to the MoJ.	Successful applications and projects now being mobilised. Action complete	Delivery plan monitoring
		(A5.2) Head of Commissioning to engage regularly with the Ministry of Justice and our designated Relationship Manager. To meet and update the lead for victims within the Ministry of Justice in addition to representing West Mercia on National steering groups regarding policy and funding.	Regular updates have been well received by MoJ on our innovative approach to victim care – specifically the planning behind the new integrated Victim Advice Line, and associated approach to commissioned support services. We have been working closely with them to pull together a response and commissioned provision to support a major incident or terrorist attack within West Mercia. This is now part of a recommissioned support service for victims, as well as the new integrated Victim Advice Line.	Delivery plan monitoring
		(A5.3) Work with the Home Office to facilitate funding provision of local refuges to support survivors of domestic abuse.	Complete	Delivery plan monitoring
		(A5.4) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	Considered business as usual. Systems and processes in place to monitor and address performance issues. West Mercia has the highest witness attendance rates in the region.	Victims' Board Delivery Plan monitoring Performance Mgt.

			Significant reduction in cases dropped linked to victim and witness attendance issues. Performance monitored by the OPCC and Victims' Board.	Audit and scrutiny
A.6	Support the appropriate use of restorative justice	1. Commission an appropriate service provider to deliver RJ interventions across West Mercia. 2. Design and implement an RJ gateway service 3. Design and implement an appropriate triage process which effectively manages RJ referrals. 4. Consult and implement service level agreements between the CJS and the preferred provider. 5. Effective contract and programme management.	This service has now evolved into the New Victim Advice Line where a strategic function will be coordinating RJ into every Victim needs assessment where appropriate, and coordinating the force response to RJ (including training, opportunity and engagement with the VCS to assist in facilitation). We have also included RJ into a new commissioned service with Victim Support, a response to RJ in the community – mobilising and coordinating conferences. The contract provides further sustainability for RJ within West Mercia; building on the positive outcomes we have achieved over the last 12 months.	1. RJ programme board 2. Performance management reports 3. Programme highlight reports. 4. Contract management reports

Building a more secure West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
2.1	Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks	(2.1.1) The DCC for Warwickshire is the strategic lead for the alliance and represents the forces at national level. (1) Create a Strategic Vulnerability Board (SVB) to provide oversight of all strands of vulnerability and governance of a new overarching Vulnerability Strategy (2) Develop and implement a Vulnerability Strategy based on vulnerability themes identified at a national level. (3) Develop and implement a programme of vulnerability training. (4) Development of a training DVD on	The force is reviewing its meeting and governance structure linked to Vulnerability.	1) Strategic Vulnerability Board (2) WM - PCC holding to account session (3) WM PCC rep has attended the vulnerability training and briefed the PCC

	Making sure the police provide the right response to incidents at the right time	<p>vulnerability and a comms strategy to support the vulnerability work.</p> <p>(2.1.2) Improving and sustaining the performance of the Operations Communications Centre (OCC) and making available other alternative methods for the public to easily contact the police, which reflects the changing ways the public wish to communicate with organisations. (Cross reference to 3.4)</p>	<p>1) The latest data from the Crime Survey England and Wales (12 months to December 2018) shows a small improvement in confidence compared to the previous period, with 71.9% of people having confidence in the police in their area. West Mercia remained 8th out of 8 in their most similar group (MSG) but has improved in the national rankings (32nd out of 42 forces). A downward trend has been seen nationally and across MSGs.</p> <p>Annual data from the PCC's Confidence survey has now been circulated internally. Confidence with West Mercia police has remained consistently around 85% since April 2018. It is suggested that the difference in confidence levels compared to CSEW is due to the nuancing of the question.</p> <p>Confidence performance (both CSEW and the PCC survey) was reviewed at Performance Management Group in July 2019; with a presentation on the PCC survey given to all the Force's senior leaders.</p> <p>2) There has been a notable improvement in 999 performance since November 2019. Performance has been remained above the 90% expected standard over Q1 of 2019/20.</p>	Weekly/monthly/quarterly performance reports & holding to account sessions
			(2.1.3) Response	86% of emergency incidents were attended within 20 minutes in June 2019. This is comparable to the previous quarter, and the same period last year. The average response time (13 mins) has remained relatively stable since the statistically significant increase in response times in June 2018.

			A Local Policing Ch Supt is leading on demand work to ensure West Mercia Police have effective processes in place to appropriately respond to demand coming into the organisation. This work should have an impact on response times as well as volumes of unresourced incidents.	
2.2	Working closely with partner agencies to reduce harm and prevent victimisation	Working with partners to reduce victimisation Proactive representation by the police in: (1) MASH (2) MARAC (3) MAPPA (4) IOM (5) Adult and Children's Safeguarding Boards	Systems and process in place to reduce harm attributed to vulnerability, repeat victimisation and harm. Frameworks in place: •Harm assessment units •Multi-agency risk assessment conferences •Multi-agency Public Protection assessments •Multi-agency safeguarding hubs •Integrated Offender Management •Integrated Victim Hubs •SOCJAGs •Liaison and Diversion Reviewing PCC Victim Board governance to ensure delivery of outcomes.	Crime Reduction Board
2.3	Proactively finding the causes of crime so threats are identified and targeted before they escalate. Working more effectively with partners and local communities to prevent, resolve and reduce crime and anti social behaviour	(2.3.1) Proactive representation by the force at Community Safety Partnerships and community groups as appropriate	All CSPs have force representatives at their meetings. Telford and Shropshire have Supts who chair, Hereford has a Supt who is vice chair, North and South Worcestershire have CI attendance at all meetings. The 2 Commissioning Officers (CO), the Criminal Justice Policy Officer and the Deputy PCC are now operating to a rota system for attendance at CSP meetings.	Attendance by PCC / Officers at CSP meetings
		(2.3.2) Implementation of the National Serious and Organised Crime Strategy requirements to work in partnership with other organisations to tackle those individuals and organisations causing most harm. (SOCJAGs)	SOCJAGS are now established and operating in Herefordshire, Shropshire, Telford and Worcestershire. The Worcestershire SOCJAG has been split into two tactical groups, north and south, which report into a countywide SOCJAG.	Crime reduction Board

			A non police chair has been appointed in Herefordshire.	
2.4	Ensuring partnership commitments are fully implemented and delivering the best possible results, including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat	(2.4.1) Working with partners to implement the Reducing Reoffending Strategy	Reducing Reoffending strategy in place. Currently reviewing to ensure objectives are being met. PCC strategy forms part of local reducing reoffending plans. Ongoing risks related to the performance of the CRC to reduce reoffending. OPCC to monitor. West Mercia PCC is represented on national working groups supporting the MoJ's review and reissue of CRC contracts. Action complete.	Community Safety Partnerships meetings, Crime Reduction Board, RJ Programme Board, Local Reducing Reoffending Boards. IOM Board
		(2.4.2) Mental Health - the force is signed up to the Mental Health Concordat and supports the local delivery plans,	Currently working with local commissioners to establish a revised approach to triage, using the CAS 111 service. In addition, the OPCC is working with Worcestershire commissioners in order to scope out the feasibility of introducing a mental health café.	Crime Reduction Board. MH Concordat Strategic Board. Strategic Custody Users group
2.5	Working with West Mercia Safer Roads Partnership and others to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries	1) Reinvigoration of governance and reporting mechanisms	The Local Safer Roads Funds are active and being utilised by local policing to meet the PCC and force's safer roads priority. Over £50,000 has been invested thus far. Examples of successful bids include vehicle activated signs, speed indicator devices, traffic calming gates, CSW equipment (hand held lasers), bikes for bikeability and resources for education initiatives. A Safer Roads Grant Scheme was successful and circa £322,500 of investment was approved comprising of 4 projects. The projects are in their initiation stages and are working towards beginning actual delivery on the 1st of October 2019.	Safer Roads Partnership Governance Board Grant monitoring
		(2) Co-ordination and re-commissioning of young driver training initiatives		

2.6	Work with partners to increase the proportion of hate crimes reported to the police	This work is ongoing. The force has refreshed its hate crime policies and procedures with its Independent Advisory Groups and others. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service.	The PCC continues to support any positive hate crime activity identified.	Strategic Diversity Board
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Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
B.1	Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation. <i>Cross reference to A3 (Victims Board and A4(Needs Assessment))</i>	(B1.1) Mobile App scheme: (1) Developing and building a mobile app aimed at 12-14 year olds. (2) Launch event for the app (3) Evaluation and consideration of future development	Completed	Delivery plan monitoring
		(B1.2) Perpetrator programme: Explore funding opportunities for a perpetrator programme across West Mercia	The DAPP (Domestic Abuse Perpetrator Multi-agency panels) and Drive project have now been live in Worcestershire since October 2018. Between Oct 2018 and June 2019, there have been 168 referrals of high risk DA perpetrators into the DAPP. Of these, 103 have been referred onto Drive. For those not referred to Drive, disruption plans have been put in place to disrupt perpetrator behaviour. We are working with University of Worcester to evaluate Drive and we have had the first interim report following interviews with the multi-agency partners who sit on the DAPP - this report provided very positive feedback from partners around the set up and	Delivery plan monitoring

			<p>implementation of the DAPP as well as Drive. Some specific comments from agencies were "I think it's the missing link" and "for me, it's time well spent and that is very much the way the local authorities will look at it. We're being proactive rather than reactive." (nothing new to update here) The final report from the University will evaluate the impact of the DAPP panels upon the Police response by analysing police data pre and post DAPP referral.</p> <p>We are working with Drive partnership and WCC to understand cost benefit analysis of Drive to inform future service provision and to engage partners to encourage commitment to future funding.</p>	
B.2	<p>Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need.</p> <p>Use a commissioning framework to ensure funding for community safety partnerships represents value for money.</p> <p>Develop strong partnerships that deliver our shared outcomes.</p>	<p>(B2.1) (1) Use Commissioning Strategic Frameworks / scorecards in the determination of funding allocation. (2) Update scorecards on a quarterly basis to provide quantitative data (3) Carry out needs assessment.</p>	Completed	Delivery plan monitoring
		(B2.2) Development of KPIs associated to outcomes:	New outcome framework in place and agreed with Home Office and MoJ. Action complete	Delivery plan monitoring
		(B2.3) Develop and implement social value criteria for grant and commissioning applications	Social Value is now part of our tender and grant process. Action complete	Delivery plan monitoring
		(B2.4) Outcome Star review: (1) Complete the pilot of the outcome star involving 10 grant recipients.(2)Work with Triange Consultancy to evaluate the pilot (3)Roll out of the project to a wider groups of grant recipients, including training and familiarisation.	Completed	Delivery plan monitoring
		(B2.5) Extend the target age range of the existing diversionary model: Introduction of a tier 2 grant aimed at the 13-16 year old age group	Completed	Delivery plan monitoring

	(B2.6) Analysts working group: Hold regular workshops with analysts from CSP, police, IOM and public health seeking to improve awareness and sharing of knowledge between analysts. Improve communications, reduce and embedding the use of the balanced scorecards into the analyst function	Completed	Delivery plan monitoring
	(B2.7) Diversionary sporting activities for children and young people:(1) Review the independent evaluation from Loughborough University of a two year trial into effective sports interventions for diversionary activity (2) Subsequent activity to be determined	Completed	Delivery plan monitoring
	(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2) Subsequent activity to be determined.	Work on this has been progressing at slow pace. Phase 2 of the project comprised further research with the force to understand what they currently deliver to complement the original survey results from schools. A report has been produced for Phase 2 and was reviewed by the Commissioning Officer and Deputy PCC on 7th May. Some of the findings from the report concluded that there didn't seem to be an organised structure for training of police officers who are delivering sessions in schools. The consultant went away with actions to investigate what is recommended nationally from the College of Policing.	Delivery plan monitoring
	(B2.9) PCC Project Fund: Convert old red phone boxes to hold lifesaving defibrillator equipment.	Fund has been absorbed into the normal budget – action completed	Delivery plan monitoring
	(B2.10) Undertake a review of the PCC funding allocations to CSPs and the outcomes the funding achieves. Any subsequent changes to be implemented from 18/19 onwards.	Completed	Delivery plan monitoring
	(B2.11) Undertake a review of the PCC funding allocated for CCTV schemes across West Mercia:	Completed	Delivery plan monitoring

		(1) Request for information on existing schemes to be sent to all CSPs (2)CSPs to be invited to submit funding requests for 17/18 only.		
		(B2.12) We Don't Buy Crime (WDBC)	The PCC agreed to fund 2 WDBC co-ordinators and a full-time admin post for the project who are now in post. The project is exceeding all expectations and is delivering efficiently at a high standard. Outputs, outcomes and financial targets are being met or exceeded.	Grant monitoring
		(B2.13) PCC's Safer Roads Fund	Refer to 2.5	Grant monitoring
		(B2.14) West Mercia Diversionary Network (WMDN)	<p>The force's procurement team are preparing for the legal conditions of the WMDN tender and a timeline has been agreed with the Commissioner.</p> <p>A market engagement event took place for providers' and stakeholders on the 29th of July 2019, the outcomes of which will shape the final specification.</p> <p>A grant has been provided to YSS to provide a mentor/diversionary caseworker for children identified as being criminally exploited by the Worcestershire GET SAFE panel. This will support a gap in the interim and will act as a pilot for the WMDN project.</p>	Grant monitoring
		(B2.15) Drug intervention provider (DIP) custody review	<p>The Policy team have conducted a brief DIP review of with some extensive recommendations that have been presented to the Deputy PCC.</p> <p>Policy are now in the process of refining the recommendations and in the interim are meeting with Worcestershire County Council to seek public health support and feedback. This is the early stages of a much bigger project that will not launch until the new financial year.</p>	
		(B2.16) The Commissioner's fund performance reporting	This is a standardised and regulated process and the commissioning team are in the process of analysing	Grant monitoring

			<p>Q1 reports. This will be supported by visits from the policy intern.</p> <p>All of this information assists in decision making for future funding and is utilised as evidence when decisions are made at grant review meetings</p>	
		(B2.17) PCC Strategy development	<p>The PCC has agreed an approach to the development of a number of policy / strategy documents in support of the Safer West Mercia Plan objectives. Work is on going to develop draft strategic documents on rural crime, Road safety and domestic abuse. These will be issued for consultation in a phased approach in the coming months.</p> <p>The PCC's draft Serious and Organised Crime strategy was circulated for consultation in August, with low levels of response. The final strategy will be issued shortly</p>	
B.3	Make sure the Safer Roads Partnership responds to community concerns as well as working to reduce deaths and serious injuries on our roads	Pathfinder Project, teaching young people how to drive safely: (1) Develop a project specification seeking to introduce the programme across the whole of West Mercia.	Refer to 2.5	Grant monitoring
B.4	Provide oversight and support to West Mercia's Reducing Reoffending Strategy	<ol style="list-style-type: none"> 1. Consult and produce a partnership strategy designed to tackle and reduce reoffending. 2. Design, create and implement a delivery plan which supports the strategy. 	<p>Action complete</p> <p>PCC Strategy in place.</p> <p>CSP reducing reoffending strategies in place.</p> <p>IOM and ODOC framework in place.</p> <p>Governance and oversight provided by the CRB.</p>	PCC's Crime Reduction Board Programme highlight reports (IOM and Reducing Reoffending boards).

				Oversight and scrutiny reports (CSP, Reducing Reoffending Boards, IOM).
B.5	Work with my counterparts in the West Midlands region to ensure there are robust governance arrangements surrounding the existing regional collaboration agreements which help to deliver the Strategic Policing Requirement (SPR).	<p>(1) Monitoring of Police Reform and Transformation Programme, including Specialist Capabilities Board in particular</p> <p>(2). Reinvigoration of Regional capabilities governance</p> <p>(3). Build into Assurance and Holding to Account Programme</p>	<p>Regional roads policing - The four areas of collaboration identified in the regional ambition paper have seen significant progress against each one, and the Regional Governance Group were updated. Performance reporting in West Mercia and Warwickshire continues to be developed in line with CMPG performance to provide consistency across the region.</p> <p>Regional financial investigation (FI) - A paper has now been developed to support the increase of POCA funds returned to policing. A business case will also now be developed for regional FI capability with a focus on the prison estate.</p> <p>Criminality in the prison estate –The taskforce have now achieved a number of the actions within the plan, including developments in intelligence sharing between police and prisons and to increase awareness individuals who deliberately return to custody.</p> <p>Performance - This work continues at local, regional and national level.</p> <p>Drugs - Work continues on identifying the scale of the drugs problem in SOC, not just County Lines</p> <p>Police Aviation - The RPO continues to support the PCC in his role as the central region (East and West Midlands) representative on the National Police Air Service Strategic Board. The PCC will next attend the Board meeting on 27 June 2019. In this quarter the RPO is producing a report which details the use of drone technology by police forces in the West Midlands region (Staffordshire, Warwickshire, West Mercia and West Midlands). Once completed the</p>	PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional POs. Scrutiny via AGG. Regional POs providing regular updates

			<p>report will be considered by the PCC and any agreed recommendations will be actioned.</p> <p>Counter Terrorism - The RPO completed a review of the West Mercia Counter Terrorism Local Profiles in the last quarter. The PCC then met with the head of the Special Branch to discuss report and recommendations. The RPO will now share lessons learned from the West Mercia review with other OPCCs in the West Midlands region and policy leads in the Home Office.</p>	
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Reforming West Mercia

Policing element:

Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
3.1	<ul style="list-style-type: none"> • Ensuring the alliance transformation programme delivers a better, more efficient service to the public • Ensuring there is strategic planning for the future of policing in West Mercia • Invest to save, so the force can be more adaptable and make best use of its resources 	Development and implementation of the transformation programme	<p>Services to Policing implementation commenced (see below).</p> <p>Warwickshire have indicated they are now moving to separate IT networks and systems. This will free West Mercia up to move at its own pace, not that of its partnership, will simplify design and reduce complexity of implementation as fewer systems are involved. This is likely to reduce costs.</p>	<p>(1) Transformation Board</p> <p>(2) AGG</p>
3.2	Delivering new fit for purpose technology	<p>(3.2.1) Mobile Working Programme.</p> <p>(3.2.2) In car media</p>	<p>Completed</p> <p>Following the closure of the original project, the commencement of the next iteration has been put on</p>	Transformation Board AGG

	and making best use of it		hold to focus resources on transforming the whole IT system.	
		(3.2.3) Telematics	Following the closure of the original project, the commencement of the next iteration has been put on hold to focus resources on transforming the whole IT system.	
		(3.2.4) Body worn video	Completed	
		(3.2.5) Data network and desk top rollout	Completed	
		(3.2.6) Athena	Phase 2 activity is ongoing, with key elements progressing as scheduled. These include developing an HR interface database for internal use and removing a SPOF. The Victim Care Database has an improvement in the new version V6.3 which is planned to be delivered in Q3.	
		(3.2.7) Gazetteer	Completed	
		(3.2.8) Digital Forensics	New accommodation for central Digital Forensics at Hindlip has been completed.	
3.3	Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation. (Cross reference 3.4)	(3.3.1) Estates Programme	The Estates Delivery Plan has been reviewed and now focuses purely on West Mercia (it formerly included Warwickshire). This is a “living document” and is updated monthly. The Asset Management Strategy will be fully reviewed once the Alliance changes are known.	Strategic Estate Manager
		(3.3.2) Replacement of Shrewsbury Police Station	Operational Requirement Group set up to identify Force needs and build up user specification. OPE 8 Funding application specifically for Northern Hub being prepared. Work with OPE partners to identify potential sites continues.	
		(3.2.3) Replacement of Hereford Police Station	Site in Holmer Road now acquired and acquisition of additional “Paddocks” site agreed in principle. This is subject to due diligence work and negotiation of more detailed terms being concluded.	
3.4	Delivering the operational control	Building of a new OCC	Final movement of staff into the new build was completed week commencing 15th July. The	IPCAC

	centre programme on time and on budget to improve force resilience		programme is awaiting re-baselined plans from the IT provider and once assessed will publish the date for go-live, with the plans incorporating the dependency of full integrated 999 & 101 telephony	
3.5	Making sure the force has the right contact channels for the public and that it provides the right response every time.	Development and implementation of the channel shift programme which will support a wider range of ways to interface with the force: online payments; web chat; self-service etc	Refer to 1.2 and 2.1.2	
3.6	<ul style="list-style-type: none"> • Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential • Properly investing in the workforce and developing staff 	<p>The People Strategy provides the strategic direction for the organisation with regard to organisational development, leadership development and learning.</p> <p>Activity in Support of the People Strategy includes:</p> <ul style="list-style-type: none"> >A Talent Management Programme has been developed and is to be implemented. >A Strategic Training Panel provides oversight of the L&D training programme to ensure organisational training needs are identified. >PDR process 	<p>The last strategic training panel meeting was cancelled in April 2019. However a copy of the latest performance statistics were shared with the OPCC electronically. Performance remains stable and there are no areas of concern.</p> <p>The 4 current CPD priorities for the force are:</p> <ul style="list-style-type: none"> - DA matters - Fairness in policing - Safeguarding - Unconscious bias <p>Progression and development is an agenda item for the August holding to account meeting on workforce. Areas to be explored include:</p> <ul style="list-style-type: none"> - Effectiveness of professional development tools including MAX, PDR and talent management; - Progression and development opportunities for police staff - Update on the leadership and development pilot referenced in the previous delivery plan update. 	

3.7	Ensuring a stable workforce which better reflects the demographic make up of our communities	The People Strategy provides the strategic direction for the organisation with regard to its people.	<p>The proportion of officers / police staff from a BME background in Q4 (Jan - Mar 19 - latest available data) has been compared with the proportion of the local BME population (3.8%).</p> <p>Officers: 2.49%. This figure has not changed considerably over the last 12 months.</p> <p>Staff: 2.55%. This is a very small reduction compared to the previous 2 quarters (2.75 - 2.85%).</p> <p>Recent officer recruitment activity has focused on attracting a diverse range of candidates. The subsequent communications campaign included adverts on buses, billboards (in areas of diversity), radio campaigns and print campaigns using photographs and case studies provided by the B-ME staff network.</p> <p>Preliminary findings suggest that there has been an increase in the diversity of applicants during this recruitment drive. However, more needs to be done to ensure underrepresented groups are supported throughout recruitment to ensure an increase of new starters at the end of the process.</p> <p>Recruitment and diversity was raised by the PCC at the holding to account meeting with the Chief Constable in January 2019. The PCC sought assurance that the force would utilise the recruitment of the additional 215 officers to improve diversity. Current projections for BME new starters are lower than anticipated. Attraction and recruitment, including of underrepresented groups will be raised further at holding to account in August 2019. Preliminary findings suggest that there has been an increase in the</p>	Strategic Diversity Group
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			<p>diversity of applicants during this recruitment drive. There were 331 new police recruit applications Oct - Dec 18. 4.8% of applicants were BME.</p> <p>During the same time period there were 46 new student officers (0 BME) and 19 transferees from other forces (16% BME).</p> <p>Recruitment and diversity was raised by the PCC at the holding to account meeting with the Chief Constable in January 2019. The PCC sought assurance that the force would utilise the recruitment of the additional 215 officers to improve diversity</p>	
3.8	Increasing the number of special constables and police volunteers	<p>(1) Develop a marketing and communications strategy</p> <p>(2) Ensure a streamlined recruitment and training process</p> <p>(3) Improve recruitment and retention</p>	Refer to D5.1	Citizens in Policing Steering Group
3.9	<ul style="list-style-type: none"> • Delivering a modern, effective and adaptable support function which responds to the needs of our service and community • Aspire to a market leading support service for policing. <p>Refer to 3.1 - 3.8</p>		Refer to 3.1 - 3.8	
3.10	Working alongside public and third sector partners so that together they		Refer to 2.2-2.6	

	deliver a safer West Mercia. Refer to 2.2-2.6.			
3.11	Reform of Protective Services		Protective Services reviewed as part of separation with Warwickshire. Only a few areas are being considered for delivery collaboratively with Warwickshire, others better delivered regionally (see Specialist Capabilities Programme C4.1) and the balance just within West Mercia. Negotiations ongoing.	
3.12	Reform of Services to Policing		Approval for Assyst (service centre call IT system) and eFins (Financial IT system) has been given. Heads of functions are being identified/recruited.	

PART B: Police and Crime Commissioner's Commitments				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
C1	Work with Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance Refer to 3.1		Refer to 3.1	
C2	Support the health and wellbeing agenda within the alliance	(C2.1) Ongoing scrutiny of staff and officer sickness levels. (2)Review of annual staff survey	Workforce sickness forms part of the force's overall health and wellbeing agenda. June average % of hours lost to sickness: Officers: 5.32%, a slight increase on the previous month, but an improvement compared to the same period in 2018 (5,67%).	Holding to Account, AGG, Performance reports, Health & Wellbeing Board

			<p>Staff: 3.84%, a decrease compared to the previous month, and below levels of sickness seen during the same period in 2018 (4.58%).</p> <p>Current health and wellbeing activity delivered by the force includes the launch of the backup buddy initiative (an app for 24 hour support and advice), and the development of a new peer support scheme in collaboration with the National Police Wellbeing Service.</p> <p>Sickness rates continue to be monitored on a monthly basis and form part of the PCC's quarterly meetings with local policing Superintendents. Performance around the health and wellbeing agenda will be further scrutinised as part of the thematic holding to account on Workforce, taking place in August 2019.</p>	
		(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff	<p>Critical Incident aired in June 2019 and feature PC Lloyd Stone but not DPCC Onslow- we raised this with them, and this was a change in the format of the programme made by the BBC.</p> <p>We have continued to maximise opportunities to promote the campaign whenever relevant and topical, and will be looking at opportunities to highlight this again in September to mark the first anniversary of the change in legislation.</p>	
C3	• Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services	(C3.1) Fire and Rescue Service Business Case	<p>Judicial Review heard in June, with the Home Secretary successfully defending all claims raised by the FRAs. Leave to appeal refused by the High Court. It is understood the FRAs are now mounting an appeal to the Court of Appeal. Consequently the earliest start date now assessed as being 2020. Monitoring of slow progress of current Fire-Fire collaboration ongoing.</p>	Regular reports to Police and Crime Commissioner and Chairs of FRA

	• Join up services and commissioning with partners where there are operational and financial benefits			
C4	Jointly monitor the National Specialist Capabilities Programme and respond to any changes arising from it		<p>The RPOs are continuing to support the PCC's engagement with the Specialist Capabilities Programme by advising on capability issues and decisions being sought by the programme. The PCC, via the regional PCC representative PCC Matthew Ellis scrutinised the development of the roads policing capability strand, in addition to analysing and the presumed financial benefits of this transformational work at the last Delivery Board meeting in June 2019. These issues were also debated with Chief Officers in the Regional Governance Group in July 2019.</p> <p>The next Specialist Capabilities Programme Delivery Board will take place in September and the PCC will continue to ensure that capabilities are developed in a manner which supports the safety and prosperity of West Mercia.</p>	
Reassuring West Mercia's communities				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
4.1	Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to	Regular communications on vision and values; website pages. Head of Professional Standards emails out regular ethical dilemmas, learning and outcomes from PSD	<p>The next PSD meeting to cover performance across the full financial year 2018/19 will take place on 1st July 2019.</p> <p>The 2 JASC members holding the portfolio for Standards and Ethics received Centurion training and an input from PSD in Feb 19. A timetable for future dip sampling visits has been confirmed. The first dip</p>	Monthly Holding to account meeting; JASC; Dip Sampling of Police Complaints; Civil Claims monitoring

			sampling visit will take place in June to inform the July JASC meeting.	PSD Performance meetings
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		Refer to 3.5, 1.2 & 2.1.2	
4.3	Proactively publishing information to demonstrate the force is working ethically, and enable good governance		Ongoing. The force website is kept up to date with relevant information	Improve Public Contact & Comms Programme Board
4.4	Engaging with the public and acting on their concerns locally Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive Work with local people and partners to give visible reassurance on frontline neighbourhood policing.	Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance	Limited crime reporting function has returned to online platforms to enable better contact options for the public and allow the force to more effectively manage demand. The PCC's contact management system has been renewed for a further year after an internal review of the system and its performance. It continues to ensure a good, efficient service.	

4.5	Ensuring the force is visible and accessible both in communities and online.		Refer to 3.5, 1.2 & 2.1.2	
4.6	Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force	The equality and diversity work programme seeks to develop and deliver the force equality objectives. There are 3 objective areas: operational; organisational and people and culture. The force has active Independent Advisory Groups (IAGs) in place; geographic and thematic who offer impartial advice to the force	Following the alliance announcement, a decision was made to cancel the Alliance Diversity & Inclusion - Communities & Partners meeting (previously chaired by Warwickshire Chief Officers). A West Mercia group has been established and the first meeting will commence on 27th July.	Strategic Diversity Group Strategic IAG
4.7	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	West Mercia Police was suspended from the national Best Use of Stop and Search Scheme (BUSS) in February 2016 for noncompliance. A small team was established to address the causes of noncompliance and to bring about change within the alliance to ensure future compliance. In addition Northamptonshire Police undertook a peer review. The following changes were identified in order to become compliant: recording and publishing outcomes, introducing Ride Along scheme and strengthening the involvement of communities with community triggers. HMIC undertook a re-inspection in August 2016	The Alliance Strategic Stop and Search Board has been suspended. Moving forward, the governance and oversight of stop and search will be through the West Mercia Communities and Partnership Meeting, which meets for the first time on 22 July.	Stop and Search Strategic Group. Strategic Diversity Group
4.8	Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and emerging threats are tackled	Cybercrime is a strategic priority for the force and is identified as a national risk in the Home Secretary's Strategic Policing Requirement (SPR). A revised Cyber Crime Strategy for the alliance sets out the approach to cyber. This is supported by a draft delivery plan. Work in ongoing to create a tactical partnership delivery group to support the strategy and to build and strengthen partnership opportunities.	The six monthly update received from the City of London Police shows that 442 cyber crimes were reported to Action Fraud between April 2018 and March 2019. 11% of all reports were from businesses and 89% from individuals. 'Hacking, social media and email' was the most prevalent crime type for both businesses and individuals. 20% of all victims requested victim care. This function is now carried out by VAL.	Briefings Cybercrime strategic governance group

		<p>A programme of mandatory online cyber training packages has been developed to raise awareness and understanding amongst officers and staff. Work is ongoing to develop training for Victim Support Staff which is scheduled to be implemented in Spring 2017.</p> <p>The Business, Rural and Cyber Crime (BRC) coordinators provide support to the cyber strategy through awareness raising and cyber-crime prevention advice to communities, businesses etc. There is a rolling corporate communications plan, #BeCyberSmart, which supports and promotes structured communication campaigns across the alliance.</p>	<p>The West Mercia Cyber Crime Partnership Group met on 15 July. The group will be working on developing and piloting a training package for businesses based on the NCSC Exercise in a Box, along with promotion of 'Cyber Savvy'.</p>	
4.9	<p>Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed</p>	<p>The alliance tactical plan (Rural Matters) sets out 7 key strands of activity in support of the force approach to rural matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.</p>	<p>A proportion of the precept increase raised by the PCC from 2019/20 has been committed to increasing the level of dedicated staff resources dealing with rural crime. The additional staff will form part of problem solving hubs being introduced in each local policing area. Along with additional staff, a dedicated rural and business crime vehicle has been funded, one for each policing area.</p> <p>The PCC held a facebook live holding to account on rural crime in June.</p>	<p>Briefings Quarterly tactical meetings Update reports on PCC funded initiatives</p>
4.10	<p>Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively</p>	<p>The alliance tactical plan (Business Matters) sets out 7 key strands of activity in support of the force approach to business matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.</p>	<p>A proportion of the precept increase raised by the PCC from 2019/20 has been committed to increasing the level of dedicated staff resources dealing with rural crime. The additional staff will form part of problem solving hubs being introduced in each local policing area. Along with additional staff, a dedicated rural and business crime vehicle has been funded, one for each policing area.</p>	

		The BRC teams have continued with locally tailored support across all 7 strands of the initiative.	Stafford Park in Telford has become the first industrial estate in West Mercia to become a We Don't Buy Crime Area, with a roll out of smartwater and associated signage across the estate.	
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Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
D.1	Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme	(1)Recruitment and continuous training of the volunteer workforce. (2)Attendance at ICV local panel meetings. (3) Development and implementation of the electronic custody recording database across the alliance. (4) Providing data to & working closely with the Independent Custody Visitors Association (ICVA). (5)Attendance at national events concerning custody visiting (6)Publish an annual report (7) MOU for each ICV	<ul style="list-style-type: none"> •11 ICVs have been recruited and have gone through vetting. Two induction days are being run for new recruits on 14th and 21st September. This intake will bring the North Worcestershire, Herefordshire and Shropshire ICV panels up to strength. A further recruitment campaign will be launched to address a number of vacancies that have since opened up in South Worcestershire. •The ICV co-ordinator will be attending Worcester University Volunteering / Careers day with the aim of raising the profile of the scheme amongst younger members of the community. •ICVs still receive regular updates from the scheme co-ordinator on regional and national issues. •The next round of panel meetings will take place in September. The possibility of moving to quarterly meetings will be discussed with each panel individually. •Digital recording is now being completed across the whole force area. Refresher training has been provided and the ICV co-ordinator has also supported individual ICVs where necessary. There have been some issues with ICT access. Actions to resolve this are on-going. •Data has been provided to ICVA for the latest quarter, and also force-wide issue identified about 	Attendance at the strategic custody users forum (SCUF) and the Custody Users Group

			<p>ICVs access to interpreting services for non-English speaking detainees. This is also a national theme. The force is looking to resolve this and there is a trial period involving use of either cordless phones / translation sheets.</p> <ul style="list-style-type: none"> •ICV scheme holding to account policy has been completed and submitted to ICVA •Regional ICVA conference takes place in Staffordshire on 5th October. All West Mercia ICVs have been invited to attend. •Various custody throughput data has now been published on the PCC's website as recommended by HMICFRS. This will be updated every 3 months 	
D.2	Develop and publish a Communications and Engagement strategy, setting out how I will actively engage with communities and monitor performance	Develop, publish and implement a new Communications and Engagement Strategy, supported by a strategy delivery plan. Refer to the Communication and Engagement Delivery Plan for all related activity	<p>Progress continues to be positive on a number of fronts.</p> <p>Growth in digital platforms has been significant, with a reach of more than 50,000 per month now via the PCC's Facebook page. Almost 20,000 unique users visiting the PCC's website in the last year, representing a yearly increase of 37%.</p> <p>A significant number of events are planned through the summer for the PCC and his team. The programme of summer events is now complete and will be delivered across the force area.</p> <p>Roads Focus will also be launched in Shropshire, and a major event around the Home and Dry campaign is also planned with partners working to prevent water deaths.</p> <p>End of year monitoring shows a significant uplift in community engagement in the last 12 months, via correspondence coming in to the PCC's office. More</p>	Monitoring of Strategy delivery plan on a quarterly basis

			<p>than 1,000 cases were logged, compared to approximately 500 per year prior to when the current PCC was elected.</p> <p>Unfortunately two of the PCC's Community Ambassadors have had to leave their posts for personal reasons. Plans are being developed to cover their engagement work with the communities they served to ensure ongoing engagement between all parties.</p> <p>Planning continues for the next public Holding to Account meeting to be broadcast in the coming weeks.</p>	
D.3	Launch a new Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	(D3.1) Commissioner's Ambassador Scheme: (1) Design and establish a new Ambassador programme. (2) Recruit ambassadors (3) Identification of engagement appropriate for CA engagement (4) Identification of priority demographic and geographic communities (5) CAs to provide written feedback on all engagements (6) Provision of central support and materials etc to ensure CAs represent the ambassador appropriately.	<p>The Community Ambassadors have been busy across the summer months attending various community events both with police and other partners.</p> <p>They continue to engage with smaller communities and are now working alongside the new We Don't Buy Crime Coordinators and revised Rural and Business Officers in order to reach these more remote areas</p>	Monitoring of CA programme
		(D3.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2) Development of grant scheme and associated processes (3) Ongoing monitoring of grant scheme	<p>The funding pots continue to be used. The generic community pot has covered events, initiatives and other community based projects.</p> <p>The road safety fund is being used, although not as often due to the process for items, such as signs, taking a lot longer to go through. The delay can also be because of match funding, or because of the installation of said signs.</p>	

			During a recent meeting, the CAs were encouraged to think about other ways they could spend the money such as through education	
D.4	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities	(D4.1) PCC Confidence and satisfaction survey: (1) Explore shared opportunities with other PCC offices (2) Design a contact specification (3) Procurement exercise to identify suitable service provider (4) Subject to securing a provider, introduce a confidence and satisfaction survey across West Mercia	<p>The first quarter results from the second year of the confidence survey have been received. Headline figures from this show:</p> <p>Overall, confidence has remained stable at 85%. However, the perception that crime and ASB was a problem has increased from the same quarter last year (27% up to 33%). Three times as many also thought that there had been a decrease in the level of policing than those who thought it had increased.</p> <p>Around 91% of people say that WMP have their support with younger people being more confident and positive about the job that police are doing.</p> <p>Those confident that they would receive a good service has continued on a downward trend from 87% during Q1 last year to 82% during Q1 this year.</p> <p>15% of respondents now say that they are aware of the PCC which is an increase from 10% last year.</p> <p>The results from the survey are being analysed by the force and will inform service delivery</p>	Delivery plan monitoring
		(D4.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4) Formal consolation responses	We continue to horizon scan through daily media monitoring, social media monitoring and wider environmental scanning, this has been very useful in shaping our messages on a day to day basis, and allowed us to provide comment wherever appropriate on current, topical and relevant issues.	Delivery plan monitoring

			The weekly meeting with the force communications team has been reinstated most weeks, and is a useful tool in planning and shaping our communications for the week ahead. There is also a structured approach in place for long and short term diary planning, ensuring we continue to communicate in a relevant and timely manner.	
		(D4.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC continues to respond to consultations where appropriate.	Consultation plan
D.5	Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering	(D5.1) Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available	We will be celebrating national volunteers week in the first week of June with a media opportunity, visiting the Where Next project, to present a plaque to volunteers with learning disabilities to thank them for their hard work- this forms part of the wider inclusivity work. Also during volunteers week, we have issued a media release under embargo celebrating all volunteers within and alongside the police, will issue five social media videos celebrating specials, ICVs, NHW volunteers, Community Speed Watch and Search and Rescue, will issue graphics around the number of hours worked and support corporate communication to promote further good news stories. Visits are also being arranged to other inclusivity projects including the gardening project in Shrewsbury and the Car Wash project in Redditch, where we will look to promote other media opportunities	Delivering plan monitoring
		(D5.2) Support West Mercia's Police Cadets, Citizens' Academies and police Support Volunteer Scheme: (1) Attend, monitor and influence the alliance Citizens in Policing meetings (2) Funding for Police cadets scheme		Citizens in Policing Steering Group
D.6	Be open and transparent in all the decisions and appointments I make and in the way I hold	((D6.1) (1) Monitoring of website for compliance and timeliness. (2) Monitor compliance with statutory publication regulations. (3) Publish relevant paperwork from meetings (3) Publish an online decisions log. (4) All appointments are advertised on the PCC's website, via relevant	We continue to update the website and regular audits are carried out as per the document attached (last audited in April)- there remains some areas where updates are needed.	Website management plan

	the Chief Constable to account	recruitments sites and internally.(5) Ensure all correspondence is logged and responded to in a timely fashion (6)		
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	Completed	JASC
D.7	Work with the police to publish information arising from recommendations in HMIC or other strategic reports	The Force and PCC's office have developed an agreed process for managing and responding to HMIC inspections from the initial notification of an inspection through to the publication of the resulting inspection report and ongoing scrutiny of any subsequent improvement plan. Media and communications teams from both the force and PCC's office are responsible for publishing media statements and managing any media interest following the publication of a HMIC or other statutory report.	No specific West Mercia inspection reports have been published since the last update. One national thematic report, The Poor Relation the police and CPS response crimes against older people was published in July and the PCC will be submitting a response to the Home Secretary in due course. The force has been subject to a crime data integrity inspection report - the findings will be published later in the year. The publication date for the Integrated Peel Inspection report has yet to be confirmed.	
D8	Work with local people and partners to give visible reassurance on frontline neighbourhood policing (Joint PCC / CC commitment) Refer to D2 and D5		Refer to D2 and D5	
D9	Work with the force to explore, develop and implement new complaints processes in response to Policing and Crime Act 2017 changes.	The PCCs office has started collating information from other PCCs who have already established a triage service for complaints. This information will be used to support conversations with the force/Warwickshire OPCC and to potentially develop a business case for a similar model in West Mercia/Alliance.	The PCC's office is continuing to work with regional and national colleagues to develop the PCC's response to legislative changes in respect of appeals / reviews. The PCCs in the West Midlands region would like to collaborate and deliver this function regionally. An ICT	

			<p>business case is being developed to determine the feasibility and costs associated with a regional collaboration. This will be delivered by West Midlands Police ICT department in September 2019 and will inform the future direction for managing complaint reviews.</p> <p>The DPCC has regular meetings with the Head of PSD. 2018/19 data was reviewed in June 2019. It was noted that a number of considerable improvements had been made by PSD across a number of performance metrics including:</p> <ul style="list-style-type: none"> •% of complaints recorded within 10 days; •Average days for local resolution; •Average days for local investigation. <p>Indicative feedback from PSD suggests that this positive performance has been maintained in the first quarter of 2019, however the IOPC data has yet to be published.</p>	
D10	Engaging with the public and acting on their concerns locally	Home and Dry water Safety Network and Campaign	<p>The Home and Dry network continues to go from Strength to Strength. A successful event at Worcester University brought together all the key partners, involved impactful inputs from the family's of Tom Jones and Shane Walsh, and attracted significant media interest, including features on BBC Midlands Today and ITV Central. The network has expanded significantly as a result of this and several new partner agencies are involved. A large number of materials have been produced including a video with Kirsty, a campaign page, social media graphics, posters and leaflets, and merchandise (pens, key rings, stickers and beer mates)</p>	

			<p>The next steps will involve looking at Education and Physical Prevention. The delivery plan below outlines some of the steps that have been taken.</p>	
		Roads focus campaign	<p>The most recent Roads Focus campaign took place in Shropshire, in association with council. The campaign, which took place across a week, went well and had good engagement. Some drop-in sessions received very little engagement (Market Drayton), however others received a large number (Oswestry). The driver awareness session at the end of the week was also well attended.</p> <p>Phase two of Roads Focus Worcestershire has been arranged to coincide with Roads Safety Awareness Week (w/c 18th November) and will take place across two weeks. New locations for community drop-in sessions will take place, as well as a driver awareness session (theory) and the addition of a driver training session - which will cover the theme of winter driving.</p> <p>It is hoped that a campaign will take place in partnership with Herefordshire in the new year.</p>	

GLOSSARY: OVERSIGHT MECHANISMS – SUMMARY OF MEETINGS

Key: '**' - Notes of meeting are published, '#' – public meeting

NAME	PURPOSE (Safer West Mercia Plan - Cross cutting / other)	MEETS
Alliance Governance Group*	To provide a strategic governance and decision making body for the alliance between West Mercia Police and Warwickshire Police. Chaired by the PCCs.	Bi-monthly
Independent Joint Audit and Standards Committee*#	A combined committee across both West Mercia and Warwickshire police force areas, which considers internal and external audit reports of both of the Police and Crime Commissioners and the Chief Constables along with matters of ethical governance and actions of West Mercia Police and Warwickshire Police (CC)	Quarterly
Monthly Holding to Account*	Meeting to hold the Chief Constable to account on performance and strategic initiatives.	Monthly
Service Improvement Board	To provide accountability and assurance that the Alliance is delivering against required improvements and identifying themes for organisational learning	Quarterly
Alliance Performance Management Group	Brings together senior officers and heads of service from across the alliance to discuss and review the performance framework, areas of concern and organisational learning.	Quarterly
Regional Governance Board	Meeting of 4 PCCs and CCs within the West Midlands region to provide oversight of regional collaboration including the Counter Terrorism Unit, the Regional Organised Crime Unit and the Central Motorway Patrol Group.	Quarterly
Weekly PCC / Chief Constable	Informal meeting held to discuss any critical or topical issues.	Weekly
Local Policing area visits	Programme of visits for the PCC / DPCC to meet with local command teams, officers and staff.	Adhoc
NAME	PURPOSE – (Safer West Mercia Plan – Putting victims and survivors first)	MEETS
Restorative Justice Alliance Programme Board	Oversees the strategic delivery of restorative justice across the alliance. Agree and implement policy, service level agreements and information sharing.	Bi-Monthly
Victim Contract Management Board	Oversight contract performance and operational assurance.	Quarterly
Victims Board*	PCC meeting to improve outcomes and services for victims	
NAME	PURPOSE – (Safer West Mercia Plan – Building a more secure West Mercia)	MEETS
Local Criminal Justice Board*	Brings together West Mercia's criminal justice partners to improve the efficiency and effectiveness of the criminal justice system	Quarterly
Vulnerability Steering Group	A newly formed Group whose remit is to provide oversight of the management of risk and performance across the strands of vulnerability	Quarterly
Mental Health Concordat Strategic Group	The MHCSG is the strategic group pulls partners together ensuring that local action plans are developed and implemented.	Under review
Serious and Organised Crime Joint Action Groups (SOCJAGs)	Provides overview of the initiative set up to bring partners together to tackle organised crime groups in each Local Policing Area.	Adhoc

Integrated Offender Management Programme Board	Provide strategic oversight of and direction for the 5 IOM teams. Agree and implement policy, service level agreements and information sharing protocols. Address and resolve partnership issues. Provide strategic oversight of funds allocated to IOM.	Bi-Monthly
WM YJS Management Board	To provide governance of the youth justice service in West Mercia	Bi monthly
Safer Roads Partnership Board	PCC, Police and Partner meeting to provide governance of the West Mercia Safer Roads Partnership	Bi annual
Sexual Violence Co-ordinating Group	Ensure delivery of improved outcomes for victims of rape and serious sexual violence.	Quarterly
Crime Reduction Board*	To improve partnership working designed to reduce crime and reoffending	Quarterly
NAME	PURPOSE – (Safer West Mercia Plan – Reforming west Mercia)	MEETS
Transformation Board	Provide the governance for decisions made on all change and transformation against organisational objectives.	Bi-monthly
Strategic Athena Management Board	National meeting of all forces signed up to the Athena programme to provide oversight and assurance of the national programme.	Quarterly
Athena Programme Board	To lead, direct and coordinate the work that is required to focus on the delivery of the business changes that are necessary for the successful implementation of the Athena system.	Minimum bi monthly
Property Board	To ensure a fit for purpose estate is provided in the right location at optimal cost to support service delivery and thereby protect people from harm.	Quarterly
Strategic Health and Safety Group	Provides oversight to health and safety matters across the alliance	Quarterly
Place Partnership Board	Provides guidance and development of the Company so as to deliver the strategic ambitions of the partner organisations, as set out in the Shareholder agreement.	
NAME	PURPOSES – (Safer West Mercia Plan – Reassuring West Mercia’s communities)	MEETS
Improving Public Contact and Communications Board	Primary function is oversight of the OCC programme but is developing to cover all aspects of contact management and public	Quarterly
Citizens in Policing Steering Group	Oversight of recruitment of special, volunteering and citizens academies	Quarterly
Strategic Diversity Group	Police and partner meeting providing strategic oversight of all equality and diversity activity within the alliance including recruitment, hate crime, stop and search and new initiatives	Quarterly
Strategic Custody Users Forum	Brings together police, ICVs, and service providers to provide oversight into all aspects of custody	Quarterly
PSD Performance Group	Provides an oversight of Professional Standards Performance	Quarterly
Strategic Stop and Search Group	Brings together police, police federation/Unison PCCs and IAGs for oversight of stop and search activity across the alliance. Reports to the Strategic Diversity Group	Quarterly
Independent Custody visitors Co-ordinating group/ panel meetings	Local meetings for the ICV volunteers on each panel to meet with the local inspector responsible for custody to raise concerns, and review ongoing work of the panel	3 per annum
Cyber Crime Strategic Panel	Police and partner meeting to provide oversight of the alliance approach to cyber including the tactical working groups.	Quarterly

Appendix 3

Performance Summary

Topic	Inclusion	Data	Commentary	
Putting Victims & Survivors First				
Confidence	Quarter report unless updated	Reduction compared to the previous period and below the MSG and the national average.	Local confidence survey shows stable results	2
Victim Satisfaction	Month & quarter	Overall satisfaction – consistent with previous quarter	Victim satisfaction plan being developed	4
Repeat Victimisation	Month & quarter	Number of repeat victims has increased from last month although the repeat rate has remained the same	ASI trialling more timely reporting process	5
Building a More Secure West Mercia				
Total Recorded Crime	Month & quarter	Increased volumes on previous month and above monthly average.	No exceptional volumes	7
Violence with Injury	Quarter unless exceptional	Increased volumes on previous month and above monthly average	No exceptional volumes	14
Violence without Injury	Quarter unless exceptional	Increased volumes on previous month and above monthly average	Exceptional volumes in Telford & Wrekin	16
Sexual Offences – Rape	Month & quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	18
Sexual Offences – Other	Month & quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	20
Residential Burglary-Dwelling	Quarter unless exceptional	Increased volumes on previous month and above monthly average	No exceptional volumes	22
Robbery	Quarter unless exceptional	Increased volumes on previous month and significantly above monthly average	Exceptional volumes in Telford & Wrekin	24
Missing persons	Quarter unless exceptional	Increased volumes on previous month and above monthly average	Decrease in monthly average from 443 to 347 missing person reports.	27
Hate Crime	Month & quarter	Increased volumes on previous month and above monthly average.	No exceptional volumes	29
Hate Crime Satisfaction		Consistent with previous quarter		
Domestic Abuse	Month & quarter	Increased volumes on previous month and above monthly average.	No exceptional volumes	31
Child at Risk	Month & quarter	Increased volumes on previous month and above monthly average.	Exceptional volumes in all areas except for South Worcestershire	37
CSE		Increased volumes on previous month and below monthly average.	No exceptional volumes	39
Cyber Crime	Month & quarter	Increased volumes on previous month and significantly above monthly average.	Increased due to a Crime Bureau drive on all keywords.	40
ASB	Quarter unless exceptional	Increased volumes on previous month but below monthly average.	ASB is following the expected seasonal trend.	43
Serious Organised Crime	Quarter	OCG and disruption data		45
Road Traffic Casualties	Quarter unless exceptional	5 road deaths occurred in the previous month.		46
Response Times to Emergency Incidents	Quarter unless exceptional	Decrease in the volume of emergency incidents compared to the previous month	Decrease in average emergency response time last month	48
Unresourced Incidents	Month & quarter	Volumes continue to be high despite a reduction in the last month	Activity to understand volumes underway	50
Intelligence Reports	Month & quarter	Decrease in outstanding submissions.		51
Criminal Justice – File Quality	Quarter		More detailed CJ report available	52
Reassuring West Mercia				
Business Crime	Monthly Increase	Increased volumes on month and above monthly average.		54
Rural Crime	Monthly Increase	Increased volumes on month and above monthly average.		56
Reforming West Mercia				
Sickness	Month & quarter	Reduction in both Officer and Staff sickness rates compared to previous month		59
Complaints	Quarter report	93% complaints recorded in 10 days and 82% finalised in 120 days.		60
Call Handling	Month & quarter	999 abandoned rate has decreased however the 101 has increased. Answering of 999 calls above standard but below for 101 calls.		62

